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| From oil companies to banks, employers are extending the years of learning, writes Nick Holdsworth <br> RADUATE recruits to management roles in commerc encouraged to develop their skills throughout their careers, as the competitive edge which lifelong arning can offer <br> To altract the brightest and the best, employers can no longer rely simply on offering good salaries and perks. The most ambitious and able raduald on their academic and pro fessional experience through postraduate training, using it as a tool or career developmen <br> Per for the Mobil oil Co man which recrults 40 graduates to management trainee positions annually, hays the tham takes a positive aut thelr experience through MBAs. ach year about 10 managers are the challenging management chatlenging managemen basis, in cases where Mobil recog nises a commercial or professiona advaniage in backing them. ket at the quality end of graduater cruitment, untess you proffer. these possibilities you are not going to possibilities you are not going to get | your girl or guy.", Johnston says, Mooinilike other leading graduate recruters, runs its own inhhouse management training programmes for new recruits. Young managers are encouraged to take their profes sional or chartered Institute qualifi cations and develop competency in key areas. The trend is towards madular training packages with Mobil's five-year graduate training programme, which comple- ments on-the-job learning, enables employees to cover essentlals such ciation, presentation and management strategies. It also sllows cific areas chosen by the trainees hemselves. <br> on't offer programmed training - they get competency as the Cranfield University School Of Management or the Ashridge for short courses in business aware ness, or accountancy experience for non-accountants, ${ }^{\text {" }}$ Johnston adds. Trainees building teamworking landacape of the Brecon Beacons or some other wild, Outward Bound many development schemes. But sophiatcated and tailored courses responsea to competition continue ment roles, and responsibilities ow management structures become fifiter. |  |  |  |


















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